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17. ABSTRACT (MAX. 250 WORDS)

Description of formalities and present composition of governing board and administration, with chart of administrative structure. Discussion of budget, accounting, collection of accounts, purchasing, physical plant, and public relations.

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18. SOURCE OF ABSTRACT

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RIC Form 1

U. S. DEPARTMENT OF HEALTH, EDUCATION AND WELFARE
Office of Education

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1. Governing board

a. The Articles of Incorporation of Seattle Pacific College (as amended to, and including, April 7, 1954) provides for a Board of Trustees which is charged with "the responsibility for the management and control of Seattle Pacific College . . ." The Articles state further that the Board of Trustees shall consist of twenty-two persons elected as follows:

(1) "Thirteen members to be elected by the three participating annual conferences of the Free Methodist Church of North America as follows: two by the Oregon Conference, two by the Columbia River Conference, and nine by the Washington Conference;

(2) One member to be elected by the Alumni Association of Seattle Pacific College; and

(3) Eight members to be elected by the Board of Trustees."

The qualifications for membership in the Board of Trustees is

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stated as follows:

> Membership on the Board of Trustees is open to both men and women.
>
> Membership on the Board is open to persons in any evangelical church, with the provision that at least two-thirds of the members on the Board shall be members of the Free Methodist Church.
>
> No person receiving a salary nor any person receiving a pension from the college shall be eligible to membership on the Board of Trustees.

To be eligible for membership on the Board of Trustees, individuals must make certain specified religious commitments.

The term of office for trustees is three years.

The composition of the present Board of Trustees, as of January 1, 1958, together with their accession and expiration dates follows:

Accession Date	Name	Occupation	Elected By	Expiration Date
1938	M. B. Robbins	Insurance and Real Estate Broker	Trustees	1959
1938	Roy Harrington	Retired Merchant	Trustees	1958
1939	C. Otto Lightle	Clothing Salesman	Wash. Conf.	1958
1939	Guy V. Jones	Retired Rancher	Col. River Conf.	1960
1941	Elmer McDowell	Retired Merchant	Trustees	1959
1942	Ralph R. Richards, M.A.	Educator	Wash. Conf.	1959
1945	J. G. Bringdale	Minister	Trustees	1958
1947	Marvin E. Burke	Clothing Manufacturer	Trustees	1959
1949	Stuart W. Holmes, M.D.	Physician	Wash. Conf.	1958
1950	Evan K. Gibson, Ph.D.	Educator	Oregon Conf.	1959

Accession Date	Name	Occupation	Elected By	Expiration Date
1950	C. Dorr Demaray, M.A., Litt.D.	Minister	Trustees	1960
1951	C. Woodrow Wilson, B.S.	Industrial Chemist	Wash. Conf.	1960
1952	Margaret J. McCarty, M.A.	Housewife	Trustees	1958
1953	Harold Overland	Accountant	Wash. Conf.	1959
1953	G. Kimball Burns	Industrial Person. Officer	Trustees	1960
1954	C. W. Burbank	Minister	Wash. Conf.	1960
1954	R. W. Howell, B.A.	Minister	Col. River Conf.	1960
1955	B. T. Root, B.A.	Minister	Wash. Conf.	1958
1955	M. C. Miller, B.A.	Minister	Oregon Conf.	1958
1955	Richard C. Ashton, B.A.	Educator	Alumni Assn.	1958
1956	Forrest C. Bush, B.A., B.D.	Minister	Wash. Conf.	1959
1957	Howard Fear	Insurance Broker	Wash. Conf.	1960

b. The president of the college is the executive and administrative office of the board of trustees. He is not an ex-officio member and does not have a vote.

c. The board of trustees meets regularly twice each year, in October and in April. Special meetings may be called in accordance with the procedure outlined in the by-laws. In the interim between board meetings the functions of the board are carried on by an executive committee of seven members. The officers of the board are chairman, secretary, and treasurer.

In addition to the routine legal matters which require formal board action, the board of trustees concerns itself with the material side of the college, particularly with the expansion of facilities and the development program. A survey of the official minutes of the two meetings of the board during 1957 showed that the following actions were taken:

(1) Approval of President and Mrs. Watson's Round-the-World trip.

(2) Approval of receipts and expenditures.

(3) Ratification of the mail vote to fill vacancies on the board.

(4) Approval of loan agreement for women's residence hall.

(5) Election of officers and of executive committee.

(6) Approval given to negotiate for property adjoining the campus proper.

(7) Approval of faculty and staff appointments.

(8) Approval of contracts for new construction.

(9) Authorization to purchase lots and other property.

d. The board of trustees is not legally responsible to any higher administrative authority. Article III, section 1, of the Articles of Incorporation states:

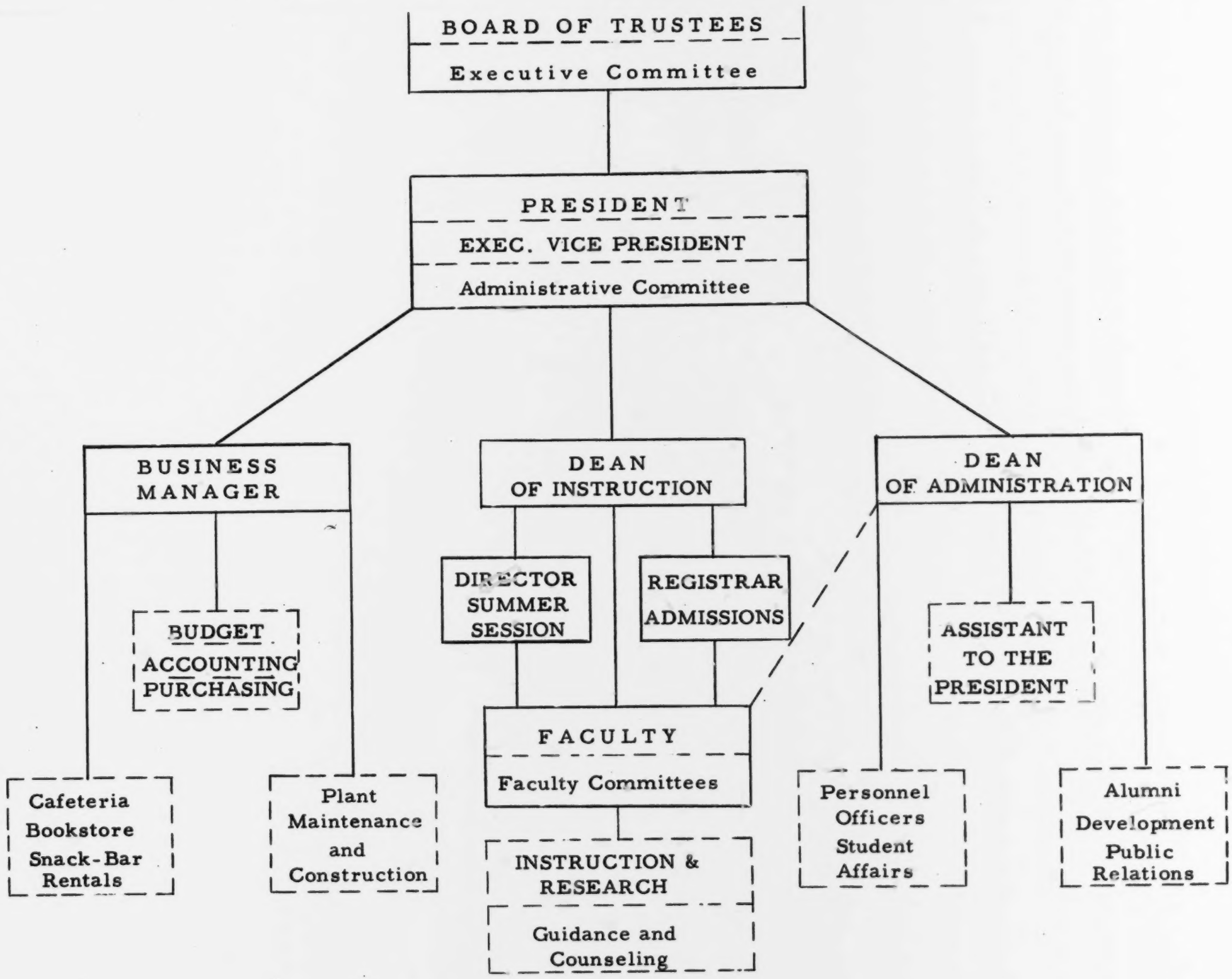
> Control. The responsibility for the management and control of Seattle Pacific College shall rest exclusively with the Board of Trustees provided that at no time shall action be taken by such Board contrary to the regulations, doctrine and standards of the Free Methodist Church of North America.

e. All important details of administrative control are included in the statements above.

2. Administrative organization

a. Chart of administrative structure. See page 68.

b. Administrative officers, with the exception of the president, are appointed by the president of the college subject to the approval of the Board of Trustees. The president of the college is the chief executive officer of the board and is selected by the board. All of the administrative officers report directly to the president and he, in turn, reports to the board. The names of the principal


BOARD OF TRUSTEES
Executive Committee
PRESIDENT
EXEC. VICE PRESIDENT
Administrative Committee
BUSINESS MANAGER
DEAN OF INSTRUCTION
DEAN OF ADMINISTRATION
BUDGET
ACCOUNTING
PURCHASING
DIRECTOR SUMMER SESSION
REGISTRAR ADMISSIONS
ASSISTANT TO THE PRESIDENT
FACULTY
Faculty Committees
Cafeteria
Bookstore
Snack-Bar
Rentals
Plant Maintenance and Construction
Personnel
Officers
Student Affairs
Alumni
Development
Public Relations
INSTRUCTION & RESEARCH
Guidance and Counseling

administrative officers together with a summary of their training, experience and duties follow:

(1) Charles Hoyt Watson, President
B.A., University of Kansas, 1918; M.A., University of Kansas, 1923. Instructor, Orleans Seminary, 1910-1911, 1913-14; Principal, Central Academy and College, 1914-16; Assistant Professor of Education, University of Kansas, 1918-23; Head, Science Department, Seattle Pacific College, 1923-25; Associate in Education, University of Washington, 1925-26; President, Seattle Pacific College, since 1926.

Duties: (as listed in Article III, Section 4, of the By-Laws of the Board of Trustees.)

(a) The president is the executive and administrative officer of the Board. He is responsible for recommending to the Board of Trustees policies, plans, financial budgets, regulations, curricula, standards, building plans, faculty and staff appointments, individuals for graduation, salary schedules, money raising and student recruiting progress, and all other matters pertaining to the college, and when approved by the Board, he is responsible for carrying out such policies, plans, and programs. He is responsible at all times and solely to the Board of Trustees.

(b) He is also responsible for the receiving and safe keeping of all monies, securities, and valuables of the college, except those specifically assigned to the Treasurer by the Board of Trustees and shall see that proper records are kept, and reports made monthly and annually to the Board of Trustees, regarding receipts and expenditures.

(c) He may be the agent of the Trustees to sign the name of the College to instruments authorized by the Board of Trustees.

(d) He shall give bond or bonds as shall be required by the Board of Trustees.

(2) Otto M. Miller, Executive Vice-President
B.S., University of Nebraska, 1926; M.S., Kansas State College, 1932; Teaching Assistant, University of Nebraska, 1925-26 and summer of 1925, 1927; Head, Science Depart-

ment, Manhattan, Kansas High School, 1927-29; Dean, Central College, 1929-37; Dean and Professor of Physics, Seattle Pacific College, 1937-42; Lecturer in Physics, 1943-44; Executive Vice-President and Professor of Physics, Seattle Pacific College, since 1944.

Duties:

(a) Take the place of the president in his absence.

(b) Chair the Activities Scheduling Committee and attend other committee meetings as exofficio member.

(c) Employ teachers and staff members when authorized by the president.

(d) Have charge of General Office where all money paid to the college is received and all student notes are made and paid.

(e) Sign checks.

(f) Advise foreign students.

(g) Have charge of student recruiting.

(h) Counsel with teachers and staff members regarding problems related to working conditions, retirement plan, and the like.

(i) Have charge of making up the pay roll each month.

(j) Take care of details regarding fringe benefits of faculty, such as group insurance, hospitalization, retirement plan.

(k) Edit Faculty News Letter.

(l) Schedule outside groups that meet on the campus.

(3) Philip F. Ashton, Dean of the College
B.A., University of Washington, 1927; M.A., 1929; Ph.D., 1937. Instructor in Mathematics, Centralia High School, 1927-28; Seattle Y.M.C.A. Schools, 1928-29; Principal of Academy and Instructor in Psychology, 1929-33; Professor of Psychology and Registrar, 1933-38; Vice-President, 1938-42, Seattle

Pacific College; Lecturer in Education, University of Washington, summers 1939 and 1942; Professor of Psychology and Education and Dean, Houghton College, 1942-44. Visiting Professor, Wheaton College, summers 1943 and 1944. Director of Personnel and Guidance, Professor, Seattle Pacific College, 1944-46; Dean of Students, Professor, 1946-47; Dean of the College, Professor, since 1947.

Duties:

(a) Administer the existing academic programs; and promote needed changes of academic policies.

(1) Counsel with faculty members regarding instructional problems.

(2) Coordinate admissions program with academic program.

(3) Chair the Academic Affairs Committee; and attend other committee meetings as ex officio member.

(4) Conduct program for "in-service" improvement of instruction.

(5) Study the progress and academic welfare of students and suggest methods of improvement.

(6) Represent the college at meetings of deans or administrators.

(7) Aid in suggestion to president of faculty promotions and new staff members.

(8) Coordinate the personnel program of the college in its relationship to the welfare of students through the office of the Director of Guidance.

(b) Miscellaneous duties:

(1) Maintain the files of the Dean's Office.

(2) Build the schedule of classes for each quarter.

(3) Build the schedule for final examinations.

(4) Keep the "Personnel" folders up to date.

(5) Correspond with students and parents concerning "Honors".

(6) Direct studies of:
Faculty-student loads,
Distribution of grades,
Student-warning lists, etc.

(4) Lawrence R. Schoenhals, Dean of Administration
B.A., Greenville College, 1935; M.A., University of Michigan, 1938; Ph.D., University of Washington, 1955. Instructor in Music, Central College, 1935-37; Professor of Music and Head of the Music Department, Huntington College, 1937-40; Director, School of Music, Seattle Pacific College, since 1940; Associate Professor, 1940-42; Professor, since 1942; Registrar, 1942-48; Dean of Administration, since 1956.

Duties:

(a) Coordinate the work of faculty committees and serve as ex officio member of all committees.

(b) Serve as general chairman of Institutional Self Study.

(c) Supervise campus postal service and college mailing bureau.

(d) Complete questionnaires directed to the college.

(e) Assist the president by taking on special public relations assignments.

(f) Assist in arranging chapel-assembly programs.

(g) Administer music department affairs.

(h) Assist in planning public programs.

(i) Represent the college at professional meetings.

(5) Harold T. Wiebe, Director of Graduate Studies
B.A., Greenville College, 1939; M.A., University of Illinois, 1940; Ph.D., 1950; Instructor, Tabor College and Academy, 1940-41; Principal, Baxter School, Pueblo, Colorado, 1941-42; Associate Professor of Biology,

Greenville College, 1942-46; Professor of Biology, Taylor University, 1949-52; Acting Dean, 1951-52; Associate Professor and Director of Graduate Studies, Seattle Pacific College, 1952-53; Professor and Director of Graduate Studies, since 1953.

Duties:

(a) Chair the Graduate Committee.

(b) Implement the policies of the graduate school.

(c) Correspond with prospective graduate students.

(d) Check admission with the registrar of non-routine students.

(e) Assist graduate students who are interested in an advanced degree in preparing their program of studies.

(f) Check scholastic standings of graduate students.

(g) Arrange for graduate students' presentation to the Graduate Council for candidacy.

(h) Arrange for candidate's thesis and oral examination committees.

(i) Handle graduate student academic problems.

(j) Arrange for candidate's participation in commencement exercises.

(6) E. Walter Helsel, Registrar
B.A., Seattle Pacific College, 1939; S.T.B., Biblical Seminary in New York, 1942; M.Th., Princeton Theological Seminary, 1949; Dean, School of Religion, Seattle Pacific College, 1942-48; Director, School of Missions, since 1949; Associate Professor of Religion, 1942-45; Professor of Religion, since 1945; Registrar since 1954.

Duties:

(a) Process applications and direct the entire admissions procedure.

(b) Evaluate transcripts and determine advanced standing for transfer students.

(c) Direct registration.

(d) Check graduation requirements and prepare degree lists.

(e) Make and maintain students' permanent records.

(f) Obtain and post grades each quarter.

(g) Prepare student rosters.

(h) Prepare statistical summaries: interpret statistics; make statistical studies.

(i) Provide counselling office with grade point averages.

(j) Issue grade reports and transcripts.

(k) Advise Veterans and handle all veterans' affairs.

(l) Edit catalogue.

(m) Represent the college on the state High School-College Relations Committee.

(7) Donald McNichols, Director of Evening Classes and Summer Session.

B.A., Los Angeles Pacific College, 1940; B.A., University of Southern California, 1947; M.A., 1950; Principal, Los Angeles Pacific College High School and Professor of English, Los Angeles Pacific College, 1940-50; Dean and Professor of English, George Fox College, 1950-55; Assistant Professor of English, Seattle Pacific College, 1955-57; Associate Professor and Director of Evening Classes and Summer Session, since 1957.

Duties:

(a) Evening School

Work with the various departments in deciding upon those courses which should be offered in

the evening.

Participate in the employment of special instructors for evening school courses.

Take care of the printing of the evening school bulletin and any other publicity materials connected with the evening school.

(b) Summer School

Make suggestions to departments relative to courses which should be offered during the summer school and to correlate the various departmental offerings.

Publish all publicity material regarding summer school and the summer school bulletin, outlining the summer school program.

Recommend to the administration teachers who should be brought to the campus as visiting professors for the summer school.

Give supervision and direction to the various phases of the summer school program.

c. There is an administrative council. Membership is by appointment of the president. It is advisory in nature.

d. The faculty committee organization was reported in section I 1 g above.

3. Budget

a. The fiscal year ends on June 30.

b. No formal budget has been adopted. In actual practice it has been impossible to predict with certainty the total income of the college during any twelve-month period because a substantial portion of income comes from gifts. Likewise, with the very rapid growth experienced in the past several years, it has been just as difficult to anticipate what needs will arise a few months hence.

Accordingly, the budget has been determined, for all practical purposes, by frequent conferences between the president and the business manager in consultation with other administrative officers,

as the monthly financial statements have revealed the current financial picture.

By far the greatest proportion of the budget is for "fixed" items in the form of payroll, utilities, fuel, dietary supplies, laboratory, classroom, and janitorial supplies. Hence, the conferences mentioned above are chiefly for the purpose of deciding how fast to move in regard to a large number of expansion projects and improvements which are in process of development.

By thus keeping a close watch on expenditures it has been possible for many years to pay all accounts as they become due and still take care of expansion requirements just as rapidly as possible.

c. Although the schedule of expenditures is actually adjusted month by month, as indicated in Paragraph b, there is an effort to determine the anticipated needs and establish some basis of control by issuing budget request forms to each department head for completion during the latter part of the spring quarter.

The completed forms are reviewed by the business manager and discussed with the department head if necessary. They are then totalled and compared with the financial audit of previous years to see whether we are in line with what might reasonably be expected for the coming year.

d. The tentative budget with a survey of the financial picture is presented to the Board at its mid-winter Annual Meeting by the president of the college. At the fall meeting of the Board the auditor's report is reviewed as well as the budget in the light of the fall enrollment.

e. The Executive Committee of the board is the authorized body which acts upon all interim matters between meetings of the full board. A complete finance report of receipts and expenditures is presented to each member of the Board each month.

f. There is no definite allocation of expenditures to each department.

g. Each department head is permitted to requisition routine supplies as needed and has been encouraged to purchase whatever is essential to a prpper presentation of the courses offered. Exceptional items are discussed with the business manager and either allowed or postponed in view of the over-all financial

picture and the urgency of demands from other departments. It is understood that any faculty member may appeal to the president from the Business Manager's decision.

h. There are no departmental funds available for transfer.

i. Monthly financial statements are submitted to the president and board of trustees but are not distributed to the department heads.

4. Accounting

a. The bookkeeper is responsible for keeping the financial accounts of the institution.

b. He has no other administrative duties.

c. For several years the accounts have been audited by the firm of Lockhart and Carlin but the auditor for the present year has not yet been selected.

d. Audits are made annually.

e. The Board of Trustees selects the auditor.

f. The last audit was made in August, 1957.

5. Collection of accounts

a. Officer responsible for collection of student accounts.
The Bursar is responsible for the collection of student accounts. All payments, however, are handled through the general business office.

b. Methods used for the collection of past due accounts.
With a large percentage of students availing themselves of the opportunity of signing promissory notes for at least a part of their expenses, the Bursar's office has used the following routine for collection of past due notes:

(1) Immediately at the end of the sixty-day period when his note falls due, a reminder is sent to each student who has an unpaid balance.

(2) Arrangements must be made personally with the Bursar before any student can carry an unpaid balance from a previous quarter over into a new quarter.

(3) Statements are sent at regular intervals to each former student owing a note, unless regular payments are being made on the note. In the latter case the amount of the unpaid balance is indicated on each receipt acknowledging payment.

(4) In the case of an unsatisfactory record of payment, an occasional personal letter is sent by the Bursar to the former student.

Meanwhile the college withholds all diplomas until notes are cleared. Transcripts are also denied to students, except in the case of a prospective teacher who may need a transcript to secure certification or a teaching position.

Seattle Pacific College has endeavored in its collection policy to maintain a cordial relationship with its clientele. Despite the absence of coercion, or the turning over of notes to a collection agency, or any threats of forcible collection, the record of collection has been good. After a five-year period the total amount of unpaid notes for each year amounts to only a fraction of a percent of the notes for the year. Furthermore, of the small amount "written off" each year, a large percentage is recovered in subsequent years.

6. Purchasing

a. Purchase requisitions are required of all except the dietary department and maintenance department. Utilities, of course, are also excluded.

b. Approval to requisitions is given by the business manager.

c. There are no specific conditions which require competitive bids. However, bids are usually requested on items such as the printing of the catalogue, and major acquisitions.

7. Physical Plant

a. Management and care of the physical plant is the responsibility of the chief engineer.

b. The chief engineer is immediately responsible to the business manager.

c. He has no other duties besides supervision of the physical plant.

(K 5, 6, 7)

d. The business manager depends in most cases on the recommendation of the chief engineer for purchase of supplies and repair materials required for maintenance of the physical plant.

e. Ordinary supplies and repair materials required for maintenance of the physical plant are ordered directly by the chief engineer. Frequent conferences with the business manager determine the order of priority for repair and maintenance projects. Authorization from the business manager is also secured for purchase of any equipment or special items.

8. Public relations

a. Keeping the channels of communication between the college and its various publics open is the task of public relations. The particular publics with which the college is concerned are: alumni, members and officers of the Free Methodist Church, the conservative Christian community in the Northwest, the city of Seattle, the public schools, and the high-school graduates who may be served by the college.

b. A monthly bulletin, which goes to some 12,000 people is the chief avenue of information concerning alumni and faculty activities, the highlights of campus life and special programs or problems related to the welfare of the college. Letters or special brochures may publicize unusual activities.

The chief public relations officer is the president of the college who delegates responsibility to a staff composed of faculty members serving as Vice-President, Director of Public Relations, the Director of Off-Campus Publicity, the Registrar and the Alumni Secretary. There is a full-time director of development.

Delegated responsibilities include:

The preparation and release of newspaper and magazine publicity
Advertising
High school visitation
Scheduling deputations to churches
Scheduling various musical groups
Scheduling and conducting of informal tours for visitors to the campus

There is informal co-operation of a high order among the various staff members.

(K 7,8)

The administration encourages faculty members to participate widely in community, educational and religious activities. While unco-ordinated this represents an important aspect of the public relations program.

Copies of materials are available for the inspection of the committee in the office of the Director of Public Relations.